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## **WHEDA Executive Director Antonio Riley**

### **Testimony for the Senate Housing Committee**

### **SB 695**

### **April 19, 2010**



**Testimony to Senate Housing Committee, April 19<sup>th</sup>, 2010**

**Senate Bill SB 695**

**WHEDA Executive Director Antonio Riley**

Good morning. Thank you for the opportunity to talk this morning about WHEDA's Emerging Business Program. The legislative changes that WHEDA is putting forward will codify initiatives that the Authority, under Governor Doyle's leadership, has taken on to facilitate minority business development.

- We define an Emerging Business as a woman or minority-owned business certified by a recognized state or local authority.

Before I go into some of the relevant aspects of the program and where we've seen great success, I want to take a step back and tell you how we arrived at the program.

In 2003, when Governor Doyle appointed me to lead WHEDA, he encouraged me to consider all of the resources – federal, state and private – that WHEDA has access to, and to look for new ways to make the most of those resources.

We both also shared the same idea – that there are inherent links between housing and economic development that needed to be brought to the forefront, and WHEDA had lots of tools to do that.

Housing in itself is economic development – homeowners contribute to the local tax base, and dollars generated from new construction are multiplied throughout the economy.

We have seen, however, that emerging businesses were struggling to enter the marketplace.

- Perhaps they struggled accessing capital, or simply needed some mentoring and an opportunity to learn the trade.
- Some were too small to do a big construction job, but were stuck because they couldn't grow without first getting those opportunities.

In 2004, WHEDA and Gorman and Company, a Madison-based developer of affordable housing, piloted an emerging business program with the Majestic Lofts in downtown Milwaukee. Gorman and Company achieved 23% emerging business participation with that project.

Within a year, we had launched our emerging business program.

The program was created around the annual allocation of Low Income Housing Tax Credits that WHEDA receives through the federal government. Annually, we receive about \$11 million in per capita tax credits. Over ten years, the full value of those tax credits is \$110 million.

- We're now in our second of three years of received Midwest Disaster Credits, bumping up our net credit allocation to over \$400 million in credits.

We looked at our annual allocations, and saw the millions of dollars going into our communities by way of development. WHEDA introduced a 25% emerging business participation goal in 15 counties, including Milwaukee, Madison, Dane, Washington and Fond du Lac.

- The idea is for each development that receives a tax credit allocation from WHEDA, 25% of all contracted work will go to an emerging business.

In the five years since we started that program, minority and women-owned businesses have worked on 80% of all WHEDA tax credit developments, and have received contracts totaling \$90 million. That is significant impact, and significant opportunity for our state's emerging businesses.

- By the end of the 2010 tax credit season, 112 projects will have been completed with \$148 million in minority and women- business utilization.

This legislation would set a goal for a minimum of 25% emerging business participation on deals that are awarded Low Income Housing Tax Credits through WHEDA in those 15 participating counties.

Ensuring that this program endures is critical to ensuring that minority businesses in this state have access to opportunity, and are given the tools they need to be successful.

- You can see from the document attached to this testimony the impact we have had across those 15 participating counties since the program's inception.

A newer program of WHEDA's that has been making significant impacts within our communities is our Job Placement Program. We realized that as we were building affordable housing in poor, inner city neighborhoods, residents were watching the housing go up, and were watching other people working in front of them.

So, we started to encourage the general contractors on jobs to work with their subcontractors, and train and hire individuals from the neighborhoods.

- Thus far, on 15 projects, WHEDA has worked with developers and general contractors to hold job fairs, arrange and integrate the activities of job training and placement organizations and utilize neighborhood residents from the local project area.
- 142 individuals have been hired on 17 projects, earning salaries from \$11.50 to \$46 per hour, plus benefits.

- Copies of flyers for both our meet and greet sessions and job fairs are attached to copies of this testimony, as are some news articles on the program.

One of the best parts of this program, of course, is that these folks often stay on and work on other jobs with the same contractor, excelling and growing in their field.

A story I like to tell is of Prairie Apartments in Milwaukee, which was built by Guest House, a homeless shelter for men. Several residents of Guest House, some of whom would ultimately move into Prairie Apartments, were trained and worked on the construction of their future home.

- On the day of the apartment's grand opening, I was looking forward to introducing all the men who had worked on the development
- Unfortunately, only one of the workers was able to be there, as all the rest were working other jobs and other worksites

The other wonderful aspect of this program is of course the pride folks have in the work they have done. One of our developers told us of a recent time that he was on-site, and noticed a man holding up his small son to look in the window.

- The developer approached the man and asked if he could help him or answer any questions.
- The man said, "no thank you, I'm just showing my son the floors that I helped to put in here."

There are so many elements to this program that have wonderful stories to share, like the time Allied Drive here in Madison had a job fair, and over 150 people came, in the middle of a snowstorm.

WHEDA's role is to not only urge this participation and these programs, but to provide the leadership and guidance needed to make the program successful.

The proposed legislation would require the Authority to use "best efforts" to direct general contractors working on Low Income Housing Tax Credit developments to hire individuals who are overwhelmingly low-income and who live in the vicinity of the project being constructed.

Finally, the third component of the proposed legislation would require the Authority to make "best efforts" to award Low Income Housing Tax Credits to projects with development teams who participate in WHEDA's Co-Developer Mentor-Protégé program.

Our Co-Developer Mentor-Protégé program – the first of its kind in the nation - pairs newer, smaller minority developers with larger, more established developers.

Up until 2007, there were no minority, for-profit developers doing affordable housing development in Wisconsin. While we are strong supporters of Marquette University's Associates in Commercial Real Estate – or ACRE – program, we at WHEDA know that being a successful developer requires education as well as lots of real world experience.

Many of the developers who routinely win Low Income Housing Tax Credit awards have been in business for years, and have learned much from their experiences. Their mentorship is invaluable to our minority developers, who have successfully worked on developments in Milwaukee and in Fond du Lac.

The program has come a long way in just a few short years:

- Five minority developers are currently in the program; four have all submitted applications as a co-developer in 2007, 2008 and 2009.
- Over \$51 million in Construction of Multi-Family Housing Projects developed by minority developers have been generated by the program.
- In 2007, for the first time in our State's history, a WHEDA tax-credit development was co-developed by an African American who has 51% ownership
- That same year, WHEDA broke ground on another tax credit development being co-developed as a result of the program with 48% ownership by a woman-owned/minority developer
- Then, in 2009, WHEDA broke ground on a rural development co-developed and co-owned by one of the program's co-developers

I'm also proud of the accolades the program has received by community groups as well as our peers.

- Last year, the program was honored with a Trailblazer Award by LISC Milwaukee at its annual Milwaukee Awards for Neighborhood Development Innovation
- This program was also recognized by our peers from the National Council of State Housing Finance Agencies in 2008 for NCSHA's Annual Awards for Program Excellence
- Also in 1998, the Wisconsin Supplier Development Council recognized the Co-Developer program with its Innovation Award.

This program benefits the established developers who are the mentors as well. Many of the participants in this program have grown up in the very neighborhoods where they are now developing, giving them a unique perspective and link to the areas where they are doing work. They are able to gain the trust and support of neighbors in a way that their mentor partners may not.

I am very proud of the work WHEDA has done to grow Emerging Businesses in Wisconsin. We've had a positive impact in communities from Milwaukee to Fond du Lac and Racine to Madison. Passing this legislation will ensure that WHEDA's Emerging Business program

continues to put people to work and promote high quality, affordable housing developments across the state.





## Program Encourages Minority Involvement in LIHTC Development

By Jennifer Dockery, Staff Writer, Novogradac & Company LLP

In 2008, the state of Wisconsin reached a milestone. For the first time in the history of Wisconsin's low-income housing tax credit (LIHTC) program, an African American-owned for-profit developer placed a property in service. The developer, Kalan Haywood, president of Vanguard Group (VG) LLC, partnered with Commonwealth Development (CD) through the Wisconsin Housing and Economic Development Authority's (WHEDA's) Co-Developer Mentor Protégé (CDMP) program, an initiative aimed at increasing minority participation in the LIHTC program. Late last year, the National Council of State Housing Agencies recognized the program's success with an Award for Program Excellence.

Before WHEDA launched the CDMP program, there were no people of color or gender minorities developing affordable housing for profit, said Antonio Riley, executive director of WHEDA. The CDMP program is part of the larger Emerging Business program that aims to build the capacity of women- and minority-owned businesses throughout the state. A female participant in the program also placed a building in service earlier this year.

The CDMP program pairs an established affordable housing developer, or "mentor," with an emerging minority developer, considered the "protégé," to develop a property using LIHTCs. CD served as mentor to Haywood as he developed his first LIHTC property, Prince Hall Village, on Milwaukee's near north side.

"We wanted these [developments] to have the greatest chance for success. Commonwealth has been very successful with the WHEDA program," Riley said. When the program began, he approached CD about participating because it had



Photo Courtesy: The Commonwealth Companies

Rocky Marcoux, commissioner of the City of Milwaukee Department of City Development, State Senator Spencer Coggs, Antonio Riley, executive director of Wisconsin Housing and Economic Development Authority, Kalan Haywood, chief executive officer of Vanguard Group, LLC, Louie Lange III, president of Commonwealth Development, State Senator Lena Taylor, Willie Hines, Jr., president of Milwaukee Common Council celebrate the opening of Prince Hall Village.

a strong track record with its previous LIHTC developments. All participating developers had to pass credit and background checks.

Each mentor company commits to a 24-month relationship with the minority developer. During that time, the experienced affordable housing developer teaches its protégé the intricacies of developing properties using LIHTCs.

"WHEDA's initial goal was to expose and supply opportunity to my firm so that we could competently compete in the affordable housing development arena...we actually

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# Minority Involvement

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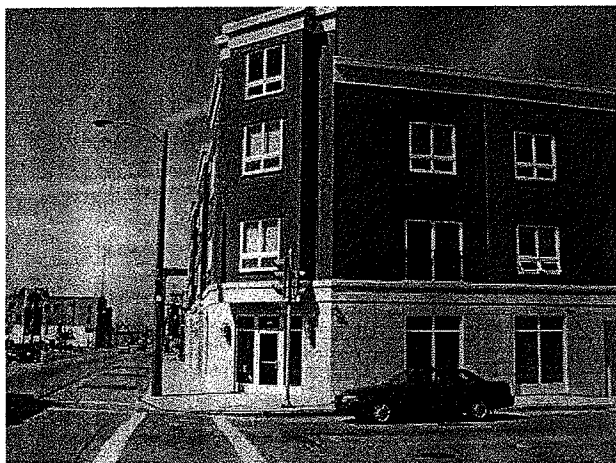


Photo Courtesy: The Commonwealth Companies  
1200 West North Avenue houses 14 two-bedroom apartments in a mixed-use building in Milwaukee's inner city.

gained all of that plus much more. Being involved in the program allowed us inner access to other successful affordable housing development firms," Haywood said.

After an initial assessment, WHEDA matches the minority developer with an experienced developer who can provide

the greatest benefit to the protégé. The two developers then develop a training plan. After the training period, the developers enter into a contractual agreement by which the minority developer will perform real estate development duties for an LIHTC property. The hands-on experience generally lasts 12 to 18 months. WHEDA expects that the emerging developer will own the majority of the development, with the experienced developer having a minimal ownership of less than 10 percent.

"When you take a program like the tax credit program... and try to bring someone into that, it's a challenge. We were introducing a new language to Vanguard," said Chris Jaye, vice president of The Commonwealth Companies (TCC), the parent company of CD. TCC is an affordable housing developer based in Fond du Lac, Wis.

Unlike many of the protégé developers participating in the CDMP program, Haywood was an established real estate developer. VG specializes in inner city urban development. Both Haywood and CD entered the relationship with sites in mind for an LIHTC development.

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# Minority Involvement

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"We like to try and go into inner city communities," Haywood said of his firm. He described the area of VG's and CD's first LIHTC development as "one of the more blighted areas of the city."

The 24-unit development, called Prince Hall Village, resulted from the union of two properties that CD and VG originally had planned to develop independently.

"We had identified one site and Vanguard had identified another site. We brought them together to make a better project," Jaye said. The two sites are less than one block apart in area of Milwaukee that is being revitalized.

Prince Hall includes two distinct sites near the Prince Hall Masonic Temple, home of the Prince Hall Masons, one of the first African American fraternal societies in the country. One parcel features 10 townhouse units. The second parcel, less than a block away, features 14 two-bedroom apartments in a three-story mixed use building. VG has a 51 percent ownership of the property and operates out of offices on the ground floor of the apartment building.

"[Prince Hall is] one additional catalytic project for the neighborhood to keep the momentum going," said Jaye. VG and CD placed the townhouse units in service in July and placed the apartments in service on October 1. All of the units were leased by the end of October.

The development cost approximately \$6.5 million. WHEDA provided \$6.2 million in LIHTCs in 2007, and Wachovia provided \$5.9 million in equity in the transaction. WHEDA also provided a \$680,000 conventional loan. The developers contributed the remaining funds.

"When you look at Prince Hall Village...Kalan just masterfully did a great job on the project. It's a part of the city that's been seeing a lot of renovation. It simply stood out as an excellent project," Riley said.

Although Prince Hall Village is complete, CD and VG continue to benefit from WHEDA's CDMP program. VG



Photo Courtesy: The Commonwealth Companies

The 10 townhouse units at Prince Hall Village sit on land formerly owned by the Prince Hall Masons, one of the first African American fraternal societies in the country.

is serving as a consultant on one of CD's current LIHTC properties, and the two companies plan to apply for LIHTCs during the next funding round. CD is also mentoring another emerging developer.

Additionally, Haywood has teamed up with Horizon, an established developer he met through the CDMP program, to form VRH Construction LLC. The firm will handle the construction of Prince Hall Senior Campus, an affordable assisted-living development.

"I can confidently say that my firm has benefited two-fold from WHEDA's program. Our first mentor-protégé relationship with Commonwealth Development produced the successful Prince Hall Village project. Now on our second tour, our relationship with Horizon Development has born one of the best, competitive minority-owned construction firms in our region," Haywood said.

At press time, WHEDA had four established developers and five emerging developers participating in the CDMP program. In the near future, WHEDA plans to use a 2008 new markets tax credit allocation to encourage minority participation in commercial enterprises. ♦

*This article first appeared in the January 2009 issue of the Novogradac Journal of Tax Credit Housing.*

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# Minority Involvement

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## Urban projects can fill city's job void

Posted: March 11, 2009

The gaping hole in the ground near N. 39th St. and W. Lisbon Ave. seems the very definition of what is being called a "shovel-ready project" these days by people in Washington.

Coincidentally, this is the construction site of the future Washington Park Apartments, a low-income housing project being built in cooperation with the Wisconsin Housing and Economic Development Authority and the United Methodist Children's Services in a neighborhood that has one of the city's highest unemployment rates.

Just blocks away at the Washington Park Senior Center, there was a job fair going on Tuesday sponsored by WHEDA to find employees to work on the apartment building in construction trades and other areas. Shaleta Dunn, manager of the emerging business program at WHEDA, said the fair was designed to take advantage of a dormant work force in a depressed area.

Before the doors opened, Dunn said, there was already a long line of applicants waiting to get into the senior center. Most of the people had already pre-registered, but others ended up just walking up and applying for interviews.

"Most of these people are fully unemployed," said Dunn.

Dunn was overseeing the action at the job fair in a room filled with construction contractors and other employers, such as fast-food franchises, grocery stores and others. Employers held court at a series of tables while dozens of people waited for face time. At one point, Dunn playfully argued with one contractor, the owner of a local masonry firm, who had come to the job fair to find two workers and had already reached his quota. Dunn persuaded him to stay a bit longer to interview more potential prospects.

Dunn said the key was getting employers to consider hiring people from the very neighborhoods where government projects would be funded with stimulus dollars.

"We don't want residents in the area to be sitting on their porches watching all the work going on while they're unemployed," she said. "We want them to feel invested in what's going on in their neighborhood."

Dunn said the same tactics were used in previous WHEDA projects, such as the Boulevard Commons at Sherman Blvd. and North Ave., and in upcoming projects scheduled for the central city.

Steve Campbell, 40, came to apply for construction-related jobs. "I'm good with my hands," he said. "Anything they can offer would be good for me."

Campbell has been out of work for a while but he said he wasn't discouraged, even though he spent more time filling out applications than actually being interviewed. As a lifelong Milwaukee resident, he said he was used to the dire employment prospects for black men even in the best of times.

"It's not so good out there right now, but I'm still trying," he said.

The turnout at job fairs such as this one (a total of 250 people showed up) speaks to the desire of many central city residents to obtain gainful employment in a bad economic climate. Most people who attended probably didn't get the job of their dreams, but they were placed on a waiting list for future opportunities, which meant they still had a chance.

The site is just a hole in the ground right now, but before it's finished, it will represent jobs for families in the area. In that sense, it's not really a hole but possibly some real hope.

Contact Eugene Kane at (414) 223-5521 or [ekane@journalsentinel.com](mailto:ekane@journalsentinel.com).

## WANTING TO WORK



JEFFREY PHELPS / JPHELPS@JOURNALSENTINEL.COM

Lester Edwards greets Susan Slonac, director of corporate relations at Cardinal Stritch University, during a community job fair sponsored by the Wisconsin Housing and Economic Development Authority. The event was Tuesday in the gym of Holy Redeemer Church of God in Christ.

## **Job fair lets residents apply for Allied Drive redevelopment work**

Kristin Czubkowski — 12/04/2008

More than 100 people living near Allied Drive participated in a job fair Wednesday afternoon to interview for 12 potential positions working on the city's redevelopment project in the area.

Randy Handel of McGann Construction, the lead agency on the first phase of the city's project, said 110 people showed interest in working for one of the project's 15 subcontractors doing everything from carpentry to concrete to flooring.

The redevelopment would replace nine older apartment buildings purchased by the city's Community Development Authority (CDA) with 48 new apartments for low-income families as part of its first phase of reconstruction.

"We've coordinated a way that they will have two to three meetings with contractors based on their interests," Handel said.

By next week, he said, finalists will be brought in for second interviews, and then subcontractors will choose 12 Allied Drive area residents. The jobs for residents are part of an agreement between McGann and the city to include area residents in the redevelopment project.

"This Allied-Dunn's Marsh Neighborhood Association was so actively involved in making sure that this process was not done to Allied and wasn't done for Allied, but was done by Allied," said near west side Ald. Brian Solomon. Already 11 people from the area were hired to help with the demolition of the older apartments, he said.

Allied Drive area residents who had signed up for interviews came prepared to deal with the competitive interview process. While many interviewees are unemployed or underemployed currently, many also have worked in construction in the past and were willing to talk about their skills.

"I'm excited, not too much nervous, but wondering out of so many people that's applying, if I'll be blessed by God to get a position," said Calvin Farrell, an Allied Drive area resident for the past four years. Farrell said he previously worked for a property management company as a maintenance worker as well as a construction company, where he primarily focused on concrete work.

Todd Wagester, who lives on the southwest side across Verona Road from Allied Drive, said he signed up for the job fair through a meeting at the Madison Apprenticeship Program's headquarters earlier this year. Wagester said he has had work experience in everything from the restaurant business to landscaping to carpentry. Though he's currently in a program that is training him to be an auto mechanic, he added that he is looking for a full-time position that allows him to work with his hands.

"I'm one of those people that likes to get dirt under my fingernails," he said. "Doing something like that gives you a real sense of accomplishment."

While Wagester had been scheduled for at least two interviews from the earlier meeting, he also used the job fair's walk-in application process to try to get a few more opportunities for one of the 12 positions.

"It's definitely one of those things where a little more effort is required," he said of the competitive process.

Mark Olinger, head of the city's department of planning, economic and community development, said the process of integrating a housing development project with job creation, community development and economic development has not been easy for the city.

"A couple years ago, when the idea that the city or the CDA would buy the 9 acres, 11 acres on Allied Drive and begin the process of creating new vitality and new dynamism in this neighborhood and at the same time create opportunities for jobs, there were a lot of people that thought we could not get this across at the same time, that we could not get this done," he said. "So many times these things are separate. We've never had the ability to pull them together" before the Allied Drive project.

In particular, he thanked the state's Wisconsin Housing and Economic Development Authority (WHEDA) for helping the city make the project possible with \$7.5 million in tax credit financing for the project.

Antonio Riley, executive director of WHEDA, said he was "passionate" about the Allied Drive project because it was an example of what government "is supposed to be doing."

"We've got to understand that low-income people, they want what everybody else wants. They want a decent job," he said. "This isn't welfare, it ain't no giveaway. These are people out here who stepped up today and came out and said, 'I want opportunity.'"



# Homeless being trained as part of housing development

BY RICH ROVITO  
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Residents of a Milwaukee homeless shelter are being trained to work as tradesmen for a low-income housing development on the city's west side.

Work is set to begin this month on Prairie Apartments, a housing development for low-income men in Milwaukee who are homeless or coping with mental illness. The project on West Highland Avenue will have 24 special needs and supportive housing apartment units.



The project is being developed by Heartland Alliance for Human Needs & Human Rights, a Chicago-based nonprofit firm whose services include the development of affordable housing.

Heartland Alliance has teamed with Guest House, a social service agency that provides shelter for between 70 and 80 men each night, to provide jobs during the construction of the facility. Seven current or former Guest House residents are being trained to assist with electri-

cal, plumbing and masonry work on the site, Guest House executive director Cindy Krahenbuhl said.

"This could have a long-term benefit," she said. "These people will get trained and after the project is over hopefully will get other employment and have sustainable income."

About 50 Guest House residents attended a job information session earlier this year. Following a job skills assessment, a job training organization working with the project's developer identified a group of candidates deemed suitable for training.

The project will provide housing for homeless adults, persons with substance abuse or mental issues and working adults unable to

afford market-rate apartments.

"This is a holistic approach to dealing with homelessness," said Antonio Riley, executive director of Wisconsin Housing and Economic Development Authority, which is providing more than \$4 million in tax credits. WHEDA is an independent state authority that works with lenders to provide low-cost financing for housing and small business development.

"We anticipate that work force programs like the one here will someday become a part of more WHEDA housing projects," he said.

The development will enable more people in short-term shelters, transitional programs and substandard housing to live independently, Riley said.

Of the 24 units, half will be studios and half will be one-bedroom apartments. The development, scheduled to open in early 2009, will replace the former Genesis Detoxification Center at 1218 W. Highland Ave., just north of Aurora Sinai Medical Center and near the Guest House shelter at 1216 N. 13th St.

Demolition of the old building is under way and construction of the apartment project is expected to begin in June.

In addition to the WHEDA tax credit financing, the development also received a \$305,000 loan from the city of Milwaukee, a \$400,000 Housing and Urban Development supporting housing program grant and a \$157,000 capital grant from Milwaukee County.





# THE DAILY REPORTER

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## Minority developers find market niche

Knowing a community drives business

Sean Ryan , [sean.ryan@dailyreporter.com](mailto:sean.ryan@dailyreporter.com)  
June 30, 2008

Dustin Bowie, a black man trying to make it as a developer, said he thinks minorities perceive a wall blocking their path into the business.

But that's a misperception, said Bowie, who is the second minority developer working his way through the Wisconsin Housing and Economic Development Authority's mentorship program. For every person who tries to block people because of their race, Bowie said there's a Mark Eppli, the Marquette University professor who created the Associates in Commercial Real Estate program, or a Louie Lange, president of Commonwealth Development Corp., Fond du Lac, Bowie's mentor company.

"There's a wall, and people are afraid to approach the wall," Bowie said. "But the wall doesn't exist."

Bowie's predecessor in the WHEDA mentor-protégé program, Kalan Haywood of Vanguard Group LLC, said anyone, regardless of ethnicity, must have something to offer a development partner. Haywood said if he can't offer family ties or relationships to the business community, he brings a connection to Milwaukee's communities on the northwest side, where Haywood and Lange on Friday cut the ribbon on the Prince Hall Village affordable-housing project. With Vanguard owning a 51 percent stake in the project, it's the first development WHEDA sponsored where a black developer held a majority stake.

"I don't think anybody really knows the inner city better than I do," said Haywood, who grew up in Milwaukee. "I hear the community's concerns. I know what the community needs."

A challenge with breaking into nonprofit housing development, and getting tax credits for them, is companies can't succeed without experience, Lange said. The partnerships WHEDA is building between minority and majority developers gives new minority developers a shot at getting that experience.

Haywood said he got into the development business by buying a house from the city, renovating the inside and renting it.

Bowie said he started out trying to land a job in real estate but couldn't because he didn't have the experience. Then he entered Marquette University's Associates in Commercial Real Estate program, which he said opened doors. The housing project he will do with Commonwealth will be his first.

Fostering minority developers is important because efforts to redevelop Milwaukee's neighborhoods won't do much good unless residents are developing and working on the projects, said Rocky Marcoux, commissioner of the Milwaukee Department of City Development. Historically, Milwaukee did not offer a diverse development industry, but WHEDA and the city fostered a cadre of black developers, including Vanguard, Cross Development Group Inc. and Maures Development Group LLC, he said.

"The economic benefits of developments have to flow through the communities that they serve," Marcoux said.

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# Passionate about urban development

Marquette, WHEDA programs lead Goins down path to successful real estate career

BY PETE MILLARD  
pmillard@bizjournals.com

Kris O'Meara jokes that Melissa Goins' background in criminology will serve her well as a real estate developer, considering the characters she'll have to deal with in the industry.

Goins is traveling down a career path in real estate where few African-American women from Milwaukee have ventured.

She is the founder and president of Maures Development Group LLC, a Milwaukee firm that broke ground Nov. 1 on a \$5.1 million mixed-use project at North Teutonia Avenue and West Center Street.



Riley

"Melissa is passionate about developing real estate in the inner city and doesn't accept 'no' for an answer," said O'Meara, a principal with Irgens Development Partners, Wauwatosa.

O'Meara also was Goins' instructor at the Marquette University Associates in

Commercial Real Estate (ACRE) program, which is designed to introduce minorities to the world of real estate development. Goins was a member of the first ACRE class Marquette sponsored in 2005.

Along with co-developer Horizon Development Group in Verona, Maures Development is building Teutonia Gardens and Handsome Plaza on an approximately 2-acre site that was left blighted after the Milwaukee riots in 1967 and never really recovered.

"My mission is to revitalize our urban areas through residential and commercial development," said Goins.

Maures Development's project includes a 43,500-square-foot building with retail and commercial space on the ground floor and 24 apartment units on the second floor. One of the anchors of the development is the Handsome Barber Shop, a 40-year-old business that currently operates in a small building at 2711 N. Teutonia



SCOTT PAULUS

Melissa Goins... "My mission is to revitalize our urban areas through residential and commercial development."

Ave. across from the Teutonia Gardens and Handsome Plaza site.

Maures Development is the first minority- and woman-owned development firm to receive Wisconsin Housing and Economic Development Authority affordable housing tax credits to help finance its project.

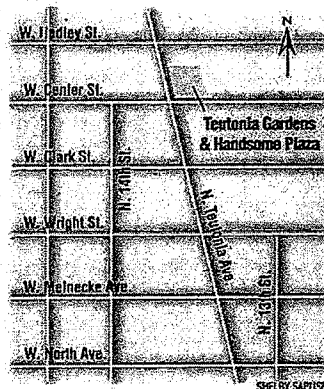
The Maures Development project embodies the power of public and private partnerships at their best, said Antonio Riley, WHEDA's executive director. In addition to the affordable housing tax credits, Maures Development's other funding sources included Great Lakes Capital Fund and JPMorgan Chase.

Maures Development also received a \$290,000 Community Development Block Grant from the U.S. Department of Housing and Urban Development administered by the city of Milwaukee.

## DEVELOPING A PLAN

Soon after leaving the Marquette ACRE program, Goins was selected to participate

## New kid on the block



SHIRLEY SAPUSZER

The development will include commercial and retail space as well as 24 apartments.

in the WHEDA Development Mentorship and Protege' program. That's where Goins

was teamed up with Horizon Development Group, which helped her company understand and apply for the affordable housing tax credits. Goins performed the research and legwork to come up with a development plan and site.

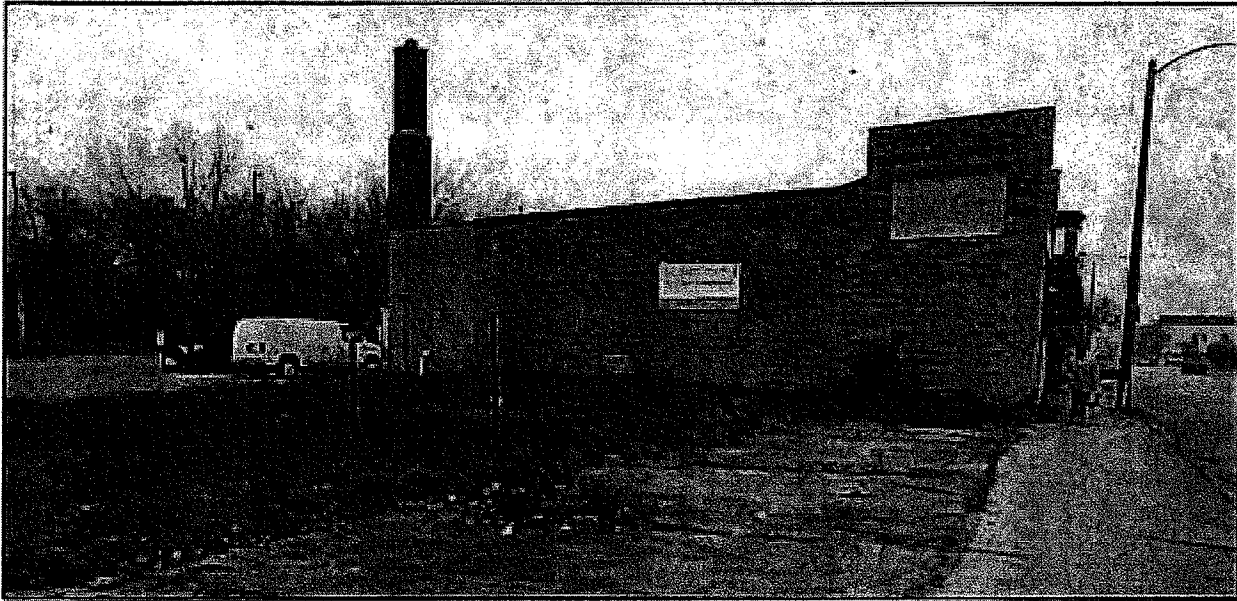
Goins credits the WHEDA mentorship program with giving her the motivation, confidence and contacts to be successful in the real estate development industry.

"It broadened my horizon," she said. "There's more to the city than downtown and the east side."

Prior to hooking up with Horizon Development, Goins received an internship through Marquette with Milwaukee's American Appraisal Associates Inc. Goins, who has undergraduate degrees in criminology and broadcasting from Marquette, worked as a correctional officer for the Wisconsin Department of Corrections before embarking on her real estate career.

She also worked part time in the Mil-

SEE GOINS, A15



SCOTT PAULUS

Maures Development Group will build a \$5.1 million mixed-use project at North Teutonia Avenue and West Center Street in Milwaukee.

## GOINS: Teutonia Gardens developer on 'mission' for urban renewal

CONTINUED FROM A14

waukee Brewers' operations department, helping organize some of the on-field, pre-game events.

"We planted the seed and provided the fertilizer while the WHEDA mentorship program gave Goins the opportunity to grow," said Mark Eppli, a Marquette real estate and finance professor.

Eppli created the ACRE program at Marquette in 2005. It was based on a similar program he helped create in Washington, D.C.

In April, Marquette announced that Milwaukee developer Barry Mandel donated

\$105,000 to the university to fund the program for another three years.

With the Teutonia Gardens and Handsome Plaza project under way, Goins has her eye on other central city sites.

In fact, she has options to purchase from the city an additional block of land in the North Teutonia Avenue and West Center Street neighborhood. The options are slated to expire in 2010. Goins also intends to reveal plans for other developments in the city.

"Melissa understands the community needs where she is doing business," said Riley. "She is one of the city's rising stars."

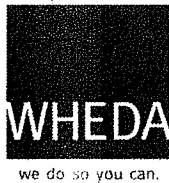




## Emerging Business Participation within the Low Income Housing Tax Credit Program 2005 to 2009

Project No.	County	2005 Project Name	EBE Participation
5042	RACINE	Hometown Harbor-Racine	\$1,735,375.00
5009	RACINE	Lincoln Manor	\$233,023.00
5058	RACINE	Shoreline Manor Senior Apartments	\$491,244.50
5033	RACINE	State at Main	\$2,441,054.49
5056	MILWAUKEE	Casting Place	\$1,756,250.00
5057	MILWAUKEE	Convent Hill	\$4,353,777.00
5032	MILWAUKEE	Dr. Wesley L. Scott Senior Living Community	\$3,350,568.40
5007	MILWAUKEE	Lindsay Commons (fka London Square Apt Homes)	\$741,036.00
5046	MILWAUKEE	New Village	\$1,460,749.00
5034	MILWAUKEE	Park East Enterprise Live-Work Lofts	\$1,544,186.83
5008	MILWAUKEE	Schuster's Lofts	\$3,132,624.00
5031	MILWAUKEE	Toussaint Square	\$1,224,292.27
5020	KENOSHA	Prairie Villa Senior Apartments	\$1,426,740.20
5036	FOND DU LAC	Brookeside Senior Village	\$352,046.00
5035	DANE	Avalon Madison Village	\$1,365,972.95
5047	BROWN	Woodfield Village Senior Housing	\$485,508.83
<b>2005 EBE Participation Total:</b>			<b>\$26,094,448.47</b>

Project No.	County	2006 Project Name	EBE Participation
5162	BROWN	River Center Lofts	\$2,239,609.00
5131	DANE	Angell Park Senior Apartments	\$807,943.81
5142	DANE	MCRA Home Ownership Program - Additional Credits	\$36,470.00
5145	DANE	Parmenter Circle	\$821,857.26
5128	MILWAUKEE	Boulevard Commons	\$2,275,747.49
5119	MILWAUKEE	Fond du Lac Center	\$1,361,667.89
5093	MILWAUKEE	Grand Haven Apartments	\$711,003.00
5133	MILWAUKEE	Granville Heights	\$1,291,698.72
5121	MILWAUKEE	King Drive Commons - Phase II	\$933,086.75
5104	MILWAUKEE	Park Hill Senior Apartments	\$957,401.00
5116	MILWAUKEE	Windsor Court Apartment Homes	\$1,672,606.83
5138	OUTAGAMIE	Villas of Combined Locks	\$128,884.00
<b>2006 EBE Participation Total:</b>			<b>\$13,237,975.75</b>



## Emerging Business Participation within the Low Income Housing Tax Credit Program 2005 to 2009

Project No.	County	2007 Project Name	EBE Participation
5212	KENOSHA	1218 W. Highland Avenue	\$867,674.00
5207	MILWAUKEE	Bishop's Creek Family Housing	\$1,349,707.00
5223	MILWAUKEE	Blue Ribbon Loft Apartments	\$3,346,263.11
5289	MILWAUKEE	Boulevard Apartments	\$855,282.48
5258	MILWAUKEE	Clarke Square Terrace RCAC	\$1,625,186.33
5228	MILWAUKEE	Garden Terrace RCAC	\$1,808,118.35
5275	MILWAUKEE	McCauley Apartments	\$726,836.91
5211	MILWAUKEE	Prince Hall Village	\$1,646,580.89
5246	MILWAUKEE	Scattered Sites	\$1,176,250.00
5261	MILWAUKEE	Teutonia Gardens	\$1,514,945.54
5280	MILWAUKEE	UMCS Townhomes	\$255,675.23
5238	MILWAUKEE	United House	\$1,432,036.53
5290	MILWAUKEE	West Allis Senior Apt	\$2,800,719.42
5254	RACINE	Hometown Harbor Racine - Unit 3	\$729,176.00
5235	RACINE	Parkview Gardens	\$187,979.09
5222	ROCK	Fairbanks Flats Rowhomes	\$673,677.54
5247	ROCK	Summerset Apartments	\$595,955.28
5233	WASHINGTON	Flagship Apartments	\$118,514.38
<b>2007 EBE Participation Total:</b>			<b>\$21,710,578.08</b>

Project No.	County	2008 Project Name	EBE Participation
5337	BROWN	MONROE PLAZA	\$1,416,118.00
5304	DANE	Allied Drive Redevelopment	\$1,154,398.84
5387	DANE	Heritage Monona	\$2,135,778.44
5310	FOND DU LAC	Saint Peter's RCAC	\$458,450.00
5313	JEFFERSON	River Mill Senior	\$1,677,266.00
5361	MILWAUKEE	Deerwood Crossing	\$2,221,372.70
5338	MILWAUKEE	FERNWOOD COURT	\$2,085,000.00
5381	MILWAUKEE	Highland Park Apartments	\$924,151.21
5317	MILWAUKEE	McGovern Commons	\$559,266.35
5321	MILWAUKEE	King Drive Commons Phase III	\$1,244,106.00
5391	MILWAUKEE	McKinley Gardens	\$814,600.64
5363	MILWAUKEE	UMCS Expansion	\$2,344,016.39
5363	MILWAUKEE	Washington Park Apartments	\$2,344,016.39
5305	RACINE	LINCOLN VILLAS	\$479,855.00
5342	SHEBOYGAN	Fairview Crossing Apartments	\$418,934.00
<b>2008 EBE Participation Total:</b>			<b>\$20,277,329.96</b>



## Emerging Business Participation within the Low Income Housing Tax Credit Program 2005 to 2009

Project No.	County	2009 Project Name	EBE Participation
5471	BROWN	Green Bay Senior Apartments	\$4,412,863.50
5457	DANE	City Row Apartments	\$3,582,900.00
5418	DANE	Midtown Place Apartments	\$2,696,250.00
5498	DANE	Shelter WI Properties, LLC	\$856,856.00
5495	DANE	Truax Park Redevelopment, Phase 1	\$2,290,596.00
5440	DANE	YWCA Madison Housing LLC	\$2,527,530.00
5436	DODGE	Beaver Dam Lake Historic Lofts	\$1,459,640.50
5408	DODGE	Madison Place	\$948,734.00
5428	FOND DU LAC	Fond du Lac Townhomes	\$160,600.00
5443	JEFFERSON	Jefferson Apartments	\$973,921.75
5407	KENOSHA	Harborside Commons	\$2,496,325.00
5441	KENOSHA	SHERIDAN/LINCOLN APARTMENTS	\$543,508.00
5509	MILWAUKEE	2500 W. Fond du Lac Avenue Apartments	\$1,195,403.50
5530	MILWAUKEE	Becher Terrace	\$2,363,520.00
5470	MILWAUKEE	Empowerment Village - Lincoln	\$1,157,786.50
5469	MILWAUKEE	Empowerment Village - National	\$1,269,250.00
5522	MILWAUKEE	Foresthill Highlands Phase V	\$632,528.00
5461	MILWAUKEE	Franklin Square	\$1,570,013.50
5538	MILWAUKEE	Garfield Park	\$1,883,527.00
5515	MILWAUKEE	Glenbrook Apartments	\$1,506,284.60
5460	MILWAUKEE	Heart and Hope Place	\$1,066,314.07
5456	MILWAUKEE	Hide House Lofts	\$1,932,206.50
5432	MILWAUKEE	Hill Crest Senior Housing	\$1,073,310.50
5435	MILWAUKEE	Johnston Center Residences-New Construction	\$1,529,452.70
5430	MILWAUKEE	Lisbon Terrace	\$1,096,791.00
5521	MILWAUKEE	National Avenue Lofts	\$2,583,662.50
5458	MILWAUKEE	Olga Village	\$1,428,750.00
5464	MILWAUKEE	Ridgewood Apartments	\$903,359.00
5526	MILWAUKEE	Sacred Heart Senior Apartments	\$1,730,909.50
5504	MILWAUKEE	Scattered Sites III	\$1,088,060.70
5437	MILWAUKEE	Silver City Townhomes	\$941,932.75
5475	MILWAUKEE	United Townhomes	\$1,105,202.50
5446	MILWAUKEE	Veterans Manor	\$1,819,211.00
5453	MILWAUKEE	Villard Square Grandfamily Milwaukee	\$1,345,692.20
5463	MILWAUKEE	Westridge Apartments	\$767,152.00
5431	MILWAUKEE	William A. Passavant	\$1,633,152.50

**WHEDA**

we do so you can.

## **Emerging Business Participation within the Low Income Housing Tax Credit Program 2005 to 2009**

<b>Project No.</b>	<b>County</b>	<b>2009 Continued Project Name</b>	<b>EBE Participation</b>
5466	OUTAGAMIE	Buchanan Cottages	\$1,618,980.00
5535	RACINE	Regency West Apartments	\$1,646,764.00
5402	ROCK	Beloit Apartments Redevelopment-Phase I	\$1,709,565.00
5415	ROCK	Scoville Center	\$835,212.00
5485	SHEBOYGAN	ST. NICHOLAS APARTMENTS	\$580,667.25
5496	SHEBOYGAN	Taylor Park Senior Apartments	\$904,374.50
5488	WASHINGTON	River Bluff Townhomes	\$1,206,250.00
5534	WAUKESHA	Alta Mira II	\$1,450,123.50
5447	WAUKESHA	Hampton Regency	\$694,906.00
5537	WAUKESHA	OHV Apartments	\$2,027,974.20
<b>2009 EBE Participation Total:</b>			<b>\$69,248,013.72</b>

<b>Total EBE Participation from 2005 to 2009:</b>	<b>\$150,568,345.98</b>
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